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ABSTRACT

This guide is designed to help employers hire a qualified child care consultant who will evaluate child care options in light of employees' needs and help develop and implement appropriate child care options. These options include: (1) establishment of a child care facility; (2) financial assistance; (3) a resource and referral service; (4) illness, emergency, and special needs child care; (5) a flexible benefits program; (6) provision for parental leave; and (7) an investment in community resources. Services provided by child care consultants include evaluation and recommendation of a specific option; development and management of the option; employee education; and personnel policy design. General and specific qualifications of child care consultants are described, and 6 steps in the process of choosing a consultant are listed. Sources for locating child care consultants are peer referral; resource and referral agencies; state and regional government; national conferences and seminars; national organizations; and educational institutions. A glossary of terms is provided. Appendices include a list of directors of the Child Care Action Campaign (CCAC) and a CCAC membership form. (BC)

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AN EMPLOYER'S GUIDE TO CHILD CARE CONSULTANTS

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April
1992

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The Child Care Action Campaign

The Child Care Action Campaign (CCAC), formed in 1983, is a national coalition of leaders from a wide range of American institutions: the media, government, corporations, unions, women's groups and academia. Our overall mission is to stimulate and support the development of policies and programs that will increase the availability of quality, affordable child care for the benefit of children, their families and the economic well being of the nation.

To accomplish this, CCAC provides information and original research to the public, government and corporate policy makers about the needs of families with children, and the connection between these needs and national prosperity; and it advocates for additional investments in child care by employers, by labor, and by federal, state and local governments.

CCAC invites individuals and organizations who share its goals to become members of the organization.

Child Care Action Campaign
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AN EMPLOYER'S GUIDE TO CHILD CARE CONSULTANTS

Prepared by:
Caroline Eichman

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Richard B. Stolley — Barbara Reisman

Richard B. Stolley
CCAC President

Barbara Reisman
CCAC Executive Director

* The CCAC National Advisory Panel is our network of over 500 public and private leaders from all 50 states, the District of Columbia and Puerto Rico. The Panel enables us to provide cutting-edge information about child care trends throughout the country, and to initiate action to expand the supply and improve the quality of child care.

TABLE OF CONTENTS

AN EMPLOYER'S GUIDE TO CHILD CARE CONSULTANTS

I. THE REASON FOR THIS GUIDE 1

II. WHO ARE CHILD CARE CONSULTANTS? 2

III. CHILD CARE AND WORK/FAMILY OPTIONS 3

IV. CHILD CARE CONSULTANT SERVICES 4
- A. Evaluation and Recommendation 4
- B. Development and Management Of Selected Options 4
- C. Management and Employee Education 8
- D. Personnel Policy Design 8

V. CONSULTANT QUALIFICATIONS 9
- A. General Qualifications And Selection Criteria 9
- B. Option-Specific Qualifications And Selection Criteria 10

VI. STEPS IN CHOOSING A CHILD CARE CONSULTANT 13

VII. RESOURCES FOR LOCATING CHILD CARE CONSULTANTS 16

VIII. GLOSSARY OF TERMS 20

APPENDIX I: CCAC BOARD OF DIRECTORS 25

APPENDIX II: TO JOIN CCAC 27

I. THE REASON FOR THIS GUIDE

Demographic changes in the U.S. labor force–a declining pool of skilled entrants coupled with a growing number of mothers of young children who are working for pay–are compelling employers to develop strategies that will enable them to attract and retain skilled workers. Employers who have created a child care benefit and family-friendly workplace policies report that these policies help them maintain a competitive edge and improve productivity.

More and more employers recognize that providing a child care benefit makes good business sense. Many also recognize that there are a complex array of child care options to choose from, and seek the expertise of a child care consultant to help them identify their choices and make a cost effective decision.

A qualified consultant will evaluate the options in light of the employee's needs and objectives and assist in the development and implementation of the most appropriate child care options for their clients' workforce.

As with many other business decisions, use of a consultant can help to minimize the employer's risk. Failure to hire one to assist with the development or implementation of a child care option may lead to costly errors that could easily have been avoided. This is particularly true for on-site child care centers which require the biggest investment, and are subject to a variety of state and local zoning, building and fire codes.

The Child Care Action Campaign has prepared this guide to help employers hire a qualified child care consultant.

II. WHO ARE CHILD CARE CONSULTANTS?

Child care consultants (or work/family consultants) have diverse backgrounds ranging from teaching and child care administration to employee benefits work. They may be independent contractors or specialists employed by full-service management consulting firms. In either case, they vary greatly in the breadth and depth of services they offer. Unlike many other professional services, there is no certification or qualifying process for such professionals.

Section VII (page 16) of this Guide contains ways to locate the kind of consultant your company may need.

Reasons For Using A Child Care Consultant

Consultants assist employees in the analysis, planning and/or implementation of employer-supported child care programs. They provide specialized child care expertise that is not available or is too costly to develop within a company and:

- Help employers and employees to understand work/family issues and formulate strategies to deal with them;
- Diagnose employee needs, assess community resources, and recommend ways to deal with them;
- Identify accessible, quality services, including vendors;
- Familiarize employers with the experiences of other companies that provide child care benefits;
- Advise employers on state and city standards, regulations, and legal considerations; and
- Contribute an outside perspective and offer fresh ideas.

III. CHILD CARE AND WORK/FAMILY OPTIONS

All child care arrangements are not the same. There are many options and alternatives, and it is not uncommon for employers to institute several policies to deal with their own and their employees' needs. The following are typical child care options. Definitions can be found in the Glossary of Terms on page 20.

1. Child Care Facility

(1) On- or near-site center
(2) Consortium center
(3) Family day care home or network
(4) Expansion of local centers

2. Financial Assistance

(1) Vendor/voucher subsidies
(2) Dependent Care Assistance Plans (DCAPs)
(3) Flexible Spending Accounts

3. Resource and Referral Service (R & R)

(1) Referrals for parents
(2) Quality improvements
(3) Supply Building

4. Mildly Ill/Emergency/Special Needs Child Care

(1) Get-well rooms in regular child care program
(2) Satellite family day care homes serving children enrolled in a center
(3) Home visitor program
(4) Special program just for mildly ill children
(5) Backup care when school is not in session

5. Flexible Benefits

(1) Flex-time, part-time work
(2) Work-at-home arrangements
(3) Job sharing
(4) Voluntary reduced time

6. Parental Leave

7. Investing in Community Resources (Supply Building)

(1) Creating new supply
(2) Training programs

IV. CHILD CARE CONSULTANT SERVICES

Employers may hire one consultant for all phases, from analysis through implementation and operation, or they may hire different consultants at different stages. Whatever approach is followed, care should be taken to ensure that the consultant has the specific skills needed for the particular tasks.

Child care consultant services may include:

A. Evaluation and Recommendation

- Perform an assessment of needs: determine dependent care needs and preferences of employees through a variety of analytical techniques, which may include employee surveys and interviews.

- Perform community assessment of needs and resources to determine particular supply and demand issues in the community where employees work and live.

- Identify and recommend practical dependent care alternatives in line with employee needs, corporate objectives and available resources.

- Develop feasibility studies and cost/benefit analyses associated with the various options.

- Advise on regulatory, liability and tax issues.

- Advise on policies that may be integrated with other company programs and benefits.

B. Development and Management Of Selected Options

Once a child care option is determined by the employer, a consultant may be involved in the development and/or management of that option. The following is a description of the possible roles for a consultant in the development and management of an employer-sponsored child care center, a resource and referral service or financial assistance policies.

Option #1: Child Care Center

Because there are many models of employer involvement in child care centers, the role of the child care consultant in the development of a center will vary with the management arrangement. (See description of four models of employer involvement, page 6.) However, common tasks for a child care consultant hired to assist with center development are:

- Conduct a thorough and reliable feasibility study generating start-up and operating budgets;
- Advise on licensing, zoning, and other regulatory requirements;
- Advise on governance: ownership, operation and management of center;
- Assist in the design of the child care center;
- Aid in real estate acquisition or leasing;
- Arrange for the construction of on- or near-site child care center;
- Coordinate incorporation, operator selection and/or other aspects of center organization;
- Recruit and train staff;
- Purchase equipment and educational materials;
- Manage administrative and financial procedures and prepare budget projections;
- Operate and supervise the child care facility;
- Assist in the identification of vendors or management firms, if relevant; or
- Assist with the receipt of federal and state grants, loans, and other funds.

Four Models of Employer Involvement: Centers

There are four general models of employer involvement in child care centers.

1) Contract with third-party operator: an employer, or a consultant on behalf of the employer, contracts with an existing organization to own and operate the center. This third-party organization is typically a for-profit child care chain, a child care management company, a local child care center or a local child care consultant.

2) Creation of new corporation: an employer creates a new not-for-profit corporation, frequently with strong parental input, to run the employer-owned center. Here, individual consultants are typically hired to assist with start-up and with the initial operation of the center.

3) Employer owns center but outside party operates: an employer may own the center but an outside organization is hired to operate it. Operators may include child care consultants, management companies, for-profit child care chains, or local child care operators.

4) Employer owns and operates center: an employer owns and manages the center. An individual may be hired as a company employee or as a contractor, to run the center, which becomes a department or subsidiary of the company. Often consultants are hired to create the center and to advise the center director during the first year of operation.

These models are excerpted from Child Care Centers At Work: A Guide for Employers & Developers. (in press). By Morgan, G., C. Dillon, & L. MacKinnon. Massachusetts Executive Office of Economic Affairs.

Option #2: Resource and Referral (R&R)

- Locate and recommend appropriate agencies to provide information, counseling, referrals and publications to employees seeking child care in their community.

- Locate and arrange for purchase and maintenance of community data base on the supply of child care, and its updating.

- Serve as a broker between the resource and referral agency and the employer, to contract for outside information, counseling and referral services.

- Develop in-house resource and referral services.

Option #3: Benefits and Financial Assistance

- Assist in the development and implementation of programs to help employees pay for child care, including Dependent Care Assistance Plans (DCAPs), vendor and voucher programs, scholarship funds and charitable contributions.

Option #4: Investing in Community Resources (Supply Building)

- Conduct or assist with a community needs assessment. (Note: In many instances, the local resource and referral agency may be the best equipped to conduct such a needs assessment because of its access to local demographic data and child care supply and regulatory information.)

- Advise on options such as, determining which child care facilities to allocate funds, the amount of money to donate to a facility.

- Offer special consultation on the strategic initiative selected.

C. Management and Employee Education

- Educate and orient management on work/family issues.
- Plan and/or conduct workshops, seminars and symposia on family and child care issues.
- Provide customized print or visual information material for distribution to employees.
- Provide manager sensitivity training.

D. Personnel Policy Design

- Analyze and consult on the design of flexible personnel policies, such as flex-time, job sharing, part-time schedules, work-at-home, and family leave.

V. CONSULTANT QUALIFICATIONS

Anyone can consult in child care; accreditation and certification are not required. Accordingly, it is especially important that employers carefully investigate the background and experience of prospective consultants.

Areas of expertise necessary for an initial needs assessment differ from those necessary for the implementation of a program. Therefore, companies may want several consultants, each to perform a different task.

A. General Qualifications And Selection Criteria

In general, CCAC recommends that employers look for consultants with the following qualifications:

- Breadth of "hands-on" experience and expertise in child care and work/family fields;
- Familiarity with particular state and local regulations, tax laws and liability issues;
- Awareness of community child care resources and state child care delivery systems;
- Successful consulting experience as demonstrated by previous client satisfaction;
- Understanding of the business environment and an ability to interact effectively with decision-makers at all levels of the client organization;
- Knowledge of early childhood development;
- Expertise in developing needs assessments, producing feasibility studies and performing cost/benefit analyses, as well as the ability to communicate the conclusions concisely and authoritatively;

- Working knowledge of all financial aspects of development and long-term operation of child care options;

- Sincere interest in understanding the client in order to help with needs; and

- Professionalism and ethical business behavior.

B. Option-Specific Qualifications And Selection Criteria

The employer should be sure that the consultant has the special skills necessary to complete each phase of the child care decision-making process. The following is a list of criteria for selecting a consultant by type of service.

A consultant who is hired to investigate whether there is a child care need, should:

- Have full knowledge about all available options;

- Have strong research and statistical skills in order to conduct needs assessments;

- Be free of bias in favor of any particular decision;

- Be able to produce comparative cost data;

- Have skill and experience working with companies, an understanding of the needs of the business, and the ability to recommend no action if appropriate;

- Be familiar with community resources that may be available; and

- Be able to refer to or recommend consultants who are experienced in the option the employer decides to implement.

When deciding which child care options to consider, the sponsor should choose a consultant who:

- Has skills conducting a needs assessment;
- Has a broad working knowledge of all possible child care options and their costs, and is free of bias in favor of any particular decision;
- Can produce comparative cost data;
- Understands the needs of the business and is able to recommend no action if appropriate; and
- Can refer the company to or recommend consultants who are experienced in the option the sponsor decides to implement.

Once an employer has chosen a particular option, the consultant should:

- Have knowledge and experience in the chosen option.

Consultants hired for the start-up or management of a center should have broad practical experience, including:

- Work in child care administration, as well as in teaching and program planning;
- Experience conducting needs assessments, if one has not already been done;
- Prior experience consulting with businesses;
- Experience with start-up of at least one center in the same state and preferably more than one state;
- An understanding of both non-profit and for-profit child care organizations;

- Ability to forecast income, expenditures, resources and start-up and operating budgets;

- Skills in working with a group of decision-makers such as a child care committee or whatever small group is overseeing the project;

- Skills in developing and staffing child care programs;

- Familiarity with regulatory systems and the use and design of space for child care; and

- An academic background in child development and programming or human service administration.

Employers who need a consultant to assist them in the selection of a management group to run the center should choose a consultant who:

- Has skills in brokering and writing requests for proposals;

- Has skills in assessing the proposals and evaluating business plans; and

- Does not have the predisposition to plan and run the center.

For an employer interested in supply building, or improving the supply of child care in their community, the consultant should:

- Be familiar with all the ways in which families in the community meet their child care needs;

- Have access to up-to-date data on supply and demand;

- Have necessary statistical and research expertise; and

- Be creative in suggesting new solutions relevant to the particular needs in the community.

VI. STEPS IN CHOOSING A CHILD CARE CONSULTANT

As with the hiring of any consulting service, it is advisable for the employer to invest the time in researching competent child care consultants and in properly evaluating and documenting their qualifications in relation to the employer's needs. In the initial research and analysis phase, it will be helpful to hire a consultant with a broad base of expertise. A specialist may be more useful in implementing the chosen solution. In selecting a consultant, the following steps are recommended:

1. Define the purpose and objective for hiring a consultant.

- What are the expected outcomes or products?
- What in-house capabilities are available and what areas require outside expertise?

2. Identify possible consultants or referral sources.

- Contact local resource and referral agencies, early childhood education colleges, employers who have instituted a child care option and state child care administrators.

3. Review qualifications and experiences of consultants as listed on submitted resumes, brochures or requests for qualifications.

- Does the consultant have a broad-based background? (Be sure that the consultant asked to present options or identify needs is not unduly biased toward one particular child care solution.)
- Does the consultant have specialized child care knowledge, academic training, and practical experience appropriate to the option?
- Is the consultant's background and experience appropriate for the employer's perceived needs?

4. Interview prospective consultants.

- In the case of an employer who has not yet selected an option, is the consultant trying to meet the employer's specific needs or sell a particular option?

- Has the consultant provided similar services to other companies or is this project the consultant's first?

- Is the consultant knowledgeable about current trends in employer-sponsored child care?

- Does the consultant understand management's perspective and business needs? Employees' needs and concerns?

- Does the consultant seem to be compatible with management and employees?

- Does the consultant have connections to other sources of professional expertise that may be needed in later stages of development, e.g. attorneys, tax specialists, architects, engineers?

5. Conduct and document a reference check.

- Are current and previous clients satisfied with the services performed by the consultant?

- Was the consultant's work accomplished as planned and within reasonable time and fee limits?

- What are the consultant's strengths and weaknesses?

- Would the client hire the consultant again?

- Were avoidable mistakes made?

6. Finalize agreement and negotiate contract.

- Does the proposal seem realistic and accurate?
- Are time and cost estimates feasible?
- Is there more than one consultant needed? Are there benefits to hiring separate specialized consultants for each phase or service, or will it be more efficient to have one consultant perform all services?
- Is the contract explicit as to expected consultant services, time limitations and payment provisions?
- Are conditions for cancellation clearly specified?
- Does the consultant maintain adequate insurance coverage?
- Is the confidentiality and ownership of materials clearly defined?

VII. RESOURCES FOR LOCATING CHILD CARE CONSULTANTS

The following are suggested resources to use in locating child care consultants:

1. Peer referral

Networking is the preferred method of finding a qualified consultant. Contact business colleagues and friends. Speak to representatives of companies that have used child care consultants.

2. Resource and Referral Agencies (R&R's)

Almost every state maintains an R&R agency that provides information on local child care services. Some R&R's will provide consulting services themselves. Many will also distribute lists of area consultants. To find the closest R&R, contact the National Association of Child Care Resource and Referral Agencies (See National Resources, page 17).

3. State and Regional Government

In some states, specialized assistance is available through the Office of Economic Affairs/Economic Development, child care licensing offices, and, if there is one, the local Child Care Coordinator.

4. National or Regional Conferences/Seminars on Work and Family

Conferences and seminars on work/family and human resource issues can be valuable opportunities to find out about child care consultants and how they have assisted other organizations. Targeted at employers, such programs are frequently sponsored by local Chambers of Commerce, the United Way, Child Care Coordinating Committees, national business associations, and federal and state child care organizations as well as by consultants themselves.

5. National Resources

Unfortunately, there is no single comprehensive national directory of child care consultants. However, the following national resources-organizations and educational institutions-can provide useful information in any search. CCAC does not endorse any of the consultants to which you may be referred by these organizations.

A. Organizations

Child Care Action Campaign
330 7th Avenue, 17th Floor
New York, N.Y. 10001
(212) 239-0138

A national non-profit public education, research, and membership organization that provides information and original research to the public, government and corporate policy makers about the needs of families, and the connection between these needs and national prosperity.

Association of Child Care Consultants International
P.O. Box 77345
Atlanta, Georgia 30357-1345
(404) 438-4447

A professional membership association of practicing child care consultants. Not all consultants are members.

Bureau of National Affairs
1231 25th Street, N.W.
Washington, D.C. 20037
(202) 452-4200

A publishing company that publishes regulatory, legislative and legal information for professionals in a variety of fields, including human resources and business.

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Families and Work Institute
330 7th Avenue, 14th Floor
New York, N.Y. 10001
(212) 465-2044

A research and planning organization that conducts research on business, government and community work and family efforts.

National Association of Child Care Resource and Referral Agencies (NACCRRA)
2116 Campus Drive SE
Rochester, MN 55904
(507) 287-2020

A national organization of community-based child care resource and referral agencies.

National Association for the Education of Young Children (NAEYC)
1834 Connecticut Avenue, N.W.
Washington, D.C. 20009
(202) 232-8777

A membership-supported organization that provides books and resources on topics related to early childhood education.

The Conference Board
845 Third Avenue
New York, N.Y. 10022-6601
(212) 759-0900

A corporate management organization that addresses the implementation of corporate work and family options.

The Women's Bureau
U.S. Department of Labor
Work & Family Clearinghouse
200 Constitution Avenue, N.W.
Washington, D.C. 20210
(800) 827-5335

A federal government clearinghouse that provides information and technical assistance to employers on child care.

B. Educational Institutions

The following teaching and early childhood education institutions may serve as a resource in the search for a child care consultant.

Bank Street College of Education
610 W. 112th Street
New York, NY 10025
(212) 222-6700

A teachers' college and children's school (for children aged six months to 13 years old). Bank Street's professional teaching school curriculum prides itself on focusing on new perspective courses.

The Erikson Institute
25 West Chicago Ave.
Chicago, IL 60610
(312) 280-7302

A graduate school and research center for advanced study in child development.

Pacific Oaks College
5 Westmoreland Place
Pasadena, CA 91103
(818) 397-1300

A professional institution that offers preparation in early childhood education, classroom teaching, human development and family counseling.

Wheelock College
200 The Riverway
Boston, MA 02215
(617) 734-5200

A college designed to prepare students to work to improve the lives of children and families; curriculum includes programs in education, social work and child life.

VIII. GLOSSARY OF TERMS

Some of the definitions listed below were excerpted from materials produced by the following three organizations: Work/Family Directions; the City of Boulder Children's Services Center; and The Children's Foundation.

Accreditation: A national approval system for high quality child care centers. Centers successfully meeting accreditation criteria receive official recognition from the National Association for the Education of Young Children (NAEYC). These criteria represent the current consensus of the early childhood profession regarding the definition of a high quality program for young children. Accreditation offers consumers a means of identifying quality programs.

Cafeteria Benefit Plan: A benefit plan that offers employees the opportunity to choose the benefits they will receive from a menu of benefits that includes some form of child care assistance. Also referred to as a Flexible Benefits Plan.

Care for Mildly Ill: A specialized program where parents can bring their mildly ill children. Employers may contract for or directly provide care for such children. Examples include: a get-well room at the child's regular center, a satellite family day care home serving children enrolled in a center, and a home visitor program. Also referred to as "sick child care" although "care for mildly ill" is the preferred term.

Certification: A form of regulation applied to programs that primarily receive public funds.

Child Care Center: A facility which can be located either on- or near- the site of the employer providing care for children of employees, and sometimes for children residing in the community as well.

Consortium Center: A child care center created by groups of employers, sometimes in cooperation with a community agency.

Corporate Contributions: Charitable contributions made to existing child care programs and family support agencies, or designed to act as a catalyst for new community child care initiatives.

Dependent Care Assistance Plan (DCAP): A federal plan that provides a tax-exempt allowance to employees to help them cover expenses incurred to pay for child care or other dependent care. May be funded by employer and/or employees. Employers must institute a DCAP before an employee is able to deduct any dependent care expenses.

Family Day Care: Care for a small number of children offered in the home of the provider. State regulations vary regarding exemptions for registration and the number of children permitted. Most states that license or register such homes permit the care of up to six children in a home with one caregiver. Some states also permit group family day care homes to care for larger numbers of children if more than one caregiver is present.

Family Day Care Network or System: An employer contracts with or helps to support home-based child care providers affiliated with a child care center or agency.

Flexplace: A work arrangement permitting employees to work at home, often with computer linkages to the primary work site.

Flextime: A work arrangement that allows employees to vary the times that they begin and end their workday.

Flexible Benefits: Employees are given the opportunity to choose from a menu of benefits that include some form of child care assistance. Also referred to as a Cafeteria Benefits Plan.

Flexible Spending Account (FSA): An account established to allow employees to set aside a portion of their pre-tax salary. Also referred to as a Salary Reduction Plan.

Flexible Work Arrangements: Work options that allow working parents the flexibility they may need to address their family responsibilities. Such policies may include part-time work, work-at-home options, flextime and job-sharing.

Group Day Care Home: A child care arrangement in which a provider usually cares for from seven to 12 children in the home of the provider with an assistant(s) present. Some states refer to these as large family day care homes.

Intergenerational Program: A program that incorporates care for children with elder adult services. Such programs include interaction between children and adults and encourage the completion of projects and activities together. A program is intergenerational if it: 1) provides care for both children and elders; 2) uses elders as staff in child care programs; and 3) uses children to visit, interact with or assist elders.

Job-Sharing: A work arrangement where two employees share the responsibilities and salary of one position.

Licensing: The granting of formal permission by a designated state or local agency to an individual or legal entity to operate a child care facility. The state/local agency has the authority to ensure that standards are being met. In addition to the inspections carried out by the licensing agency, local fire and health departments also carry out on-site inspections of child care facilities. All states require licensing of centers, but requirements vary from state to state. Only some states require family and group day care homes to be licensed. (See definitions for certification and registration).

Parent Education Seminars: Employer-provided workplace seminars on topics such as choosing child care, parenting styles, balancing work and family life, childhood and adolescent development.

Parental Leave: Paid or unpaid leave for parents to care for an infant or newly adopted child.

Registration: A form of licensing that primarily applies to family day care homes.

Resource and Referral Program (R & R): An employer provided service that provides information, counseling, resource development, referrals and/or publications to employees seeking child care for children up to age 15. The service is often provided through community-based agencies having broad knowledge of local child care resources and that often recruits and trains child care providers.

School-Age Care: Before- and after-school programs caring for school-age children in a variety of settings, such as elementary schools, community centers or existing day care centers. These programs usually cover the daytime hours when school is not in session and may run during summers, school vacations, holidays and snow days.

Sick Child Care: Also referred to as "care for mildly ill". A specialized program where parents can bring their mildly ill children. Employers may contract for or directly provide care for such children. Examples may include; a get-well room at the child's regular center, a satellite family day care home serving children enrolled in a center, and a home visitor program.

Special Needs: Children with developmental disabilities, mental retardation, emotional disturbance, sensory or motor impairment or significant chronic illness who require special health surveillance or specialized programs, interventions, technologies or facilities.

Subsidy: Employer-provided financial assistance to employees for child care expenses. Subsidies can be in the form of vendor or voucher programs.

Summer Camp: Employer-sponsored summer program for school-age children at or near the worksite.

Supply Building: A strategic undertaking by a company or group of companies, based on a community needs assessment, to expand the supply and improve the quality of child care offered in the community through capital support. For example, a needs assessment may reveal a shortage of infant care in a community. The sponsoring company may then issue an RFP (Request For Proposal) to community child care centers to see who will expand their services to infants. Or if a needs assessment reveals a lack of quality child care, the employer may then invest in a community accreditation/training program to improve the quality of teachers.

Vendor Program: A program where an employer purchases space or negotiates a discount for children of employees with selected child care programs, or selects an existing program for an expansion initiative.

Voluntary Reduced Time: A work arrangement that allows employees to elect to work fewer hours for a set period of time while retaining pro-rated benefits.

Voucher Program: A program where an employer reimburses a portion of child care costs, either directly to the employee or to the provider.

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[ ] $15 non-member [ ] $10 member

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CCAC Information Guides for Employers (free)

[ ] Speaking with your employer about child care assistance
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